



## **DRAFT** **Minutes**

**Thursday, January 18, 2007**

Virginia Information Technologies Agency (VITA) Auditorium, Fourth Floor  
110 South Seventh St., Richmond, VA 23219

### **Attendance**

#### **Members Present:**

The Honorable Aneesh Chopra  
Hiram R. Johnson, Vice Chair  
Kenneth S. Johnson Sr.  
Walter J. Kucharski  
Mary Guy Miller, Ph.D.

James F. McGuirk II, Chair  
Scott D. Pattison  
Leonard M. Pomata  
Bertram S. "Bert" Reese

#### **Members Absent:**

Alexander "Sandy" Thomas

#### **Others Present:**

Lemuel C. Stewart, Jr., Chief Information Officer of the Commonwealth  
John Westrick, Office of the Attorney General  
Marcella Williamson, Executive Director, ITIB

### **Call to Order**

Chairman McGuirk called the meeting to order at approximately 9:05 a.m. He asked Ms. Williamson to call the roll. The presence of a quorum was confirmed.

### **Approval of the Minutes**

Chairman McGuirk introduced the draft meeting minutes from the October 18, October 19 and December 7, 2006, meetings. Mr. Hiram Johnson moved that the three sets of minutes be approved. Mr. Pomata seconded the motion. The minutes were approved by voice vote.

### **Information Technology Investment Management (ITIM)**

Chairman McGuirk asked Constance Scott, VITA Project Management, to report on the proposed ITIM standard. Ms. Scott said ITIM will help manage investments in IT to ensure they are aligned with the Commonwealth's and agencies' strategic directions. She said several agency representatives wanted to comment about ITIM as proposed.

Chairman McGuirk asked representatives from agencies to offer their comments about ITIM.

Harry Sutton from the Virginia Department of Social Services (DSS) said his agency adopted ITIM in 2001 and it is a process with challenges. He said it has been difficult at DSS because of the turnover in leadership at the agency head and directorate levels.

Mr. Sutton expressed concern that IT staff members, not business owners, were involved in the ITIM Work Group established by VITA; about the amount of time for approval of projects; whether ITIM belongs with VITA or somewhere else; and inadequate project management staffing at VITA.

Janine Labrenz, DSS, said ITIM requires nurturing and time to keep committees on track and, rather than reducing the amount of resources required, it takes more resources.

Mr. Sutton suggested ITIM be used as a "best practice" until the business side of state government accepts and embraces ITIM. He said incentives might make ITIM work.

Murali Rao of the Virginia Department of Transportation (VDOT) said VDOT "absolutely believes in the ITIM approach" and will adopt ITIM whether or not ITIM is adopted Commonwealth-wide because it promotes business involvement and provides a consistent platform across agencies for discussion. He said the project management staff at VITA is excellent.

Mr. Rao's concerns, however, are that the reporting requirements are too cumbersome and restrictive, that ITIM is not as dynamic as VDOT needs, and that there has been very little input from business owners. He suggested that the ITIB and VITA proceed with implementing the ProSight tool for reporting, but relax the implementation schedule for ITIM.

Mary Clark of VDOT said it is important to educate the business owners and involve them before implementing ITIM.

Dave Burhop of the Department of Motor Vehicles (DMV) said his agency established a project management office three years ago with the principles of ITIM and will have a project management system up in July that will communicate through ProSight. He said he understands that ITIM will add structure from the Commonwealth's perspective. His concerns, he said, are a slowing down of the approval process and lack of adequate project management staffing at VITA. He also said if a project is considered to have "enterprise applications," it is stopped when the agency planning the project needs to move forward.

Elaine Shepherd of the Virginia State Police said her agency is in its infancy in terms of project management and does not have personnel to implement ITIM. She said her agency determines priorities based on funding. She suggested that the ITIB provide funds to hire consultants to help agencies implement ITIM.

Dennis Unger of the Department of Rehabilitative Services said he agreed with comments made by other agencies' representatives. He said one problem is that ITIM appears to be IT oriented -- it comes from VITA and is approved by the ITIB. He said business partners say ITIM is an IT issue. If implemented, he said, ITIM will slow the approval process and smaller agencies will have difficulties. He suggested that the business owners be involved, the threshold of project costs be examined, and funding sources and expenses be considered.

Chairman McGuirk thanked agencies for sharing their views of ITIM. He said the key issues appear to be having the business owners involved; understanding the perception that ITIM is an IT tool and that without business owners involved it will not work; implementation

depends on the maturity of the agency in the integration of processes; private assistance is needed if ITIM is to be approved for use across the Commonwealth; and the approval level of projects.

He said the ITIB will take a very serious look at ITIM before putting a standard in place, and will seek additional input.

## Recommended Technology Investment Report (RTIP)

Jerry Simonoff, VITA, said the RTIP process is annual but that the goal is to have the ITIB look at it at each meeting.

As a result of the ITIB request to revise the schedule, Mr. Simonoff said a first look will be provided to the ITIB in April, an updated look in mid-June and a final look in July. This will place the work ahead of schedule for the September 1 submission to the Governor and General Assembly.

Mr. Hiram Johnson asked if concerns about ITIM will affect the schedule. Mr. Simonoff said they will not.

Mr. Simonoff reviewed the criteria for project planning approval. He said the Governor's top priority initiatives have been integrated into the Council on Virginia's Future work plan, which shows close coordination at a high strategic level.

Mr. Pomata suggested that numbers three and four be reversed because mandated items should be given more weight than agency priorities.

Mr. Kucharski asked for clarification on ProSight on this process. Mr. Simonoff explained that the ProSight portfolio management tool is being implemented, but is not linked to ITIM at this time. He said ProSight will replace two "home-grown" systems.

Ms. Scott reviewed the project selection and ranking criteria for major IT project that incorporates ITIB input from previous meetings. She also reviewed the form for agencies to complete for the preliminary business case.

Mr. Kucharski said the order in which the questions appear should walk agencies through a decision tree process.

Mr. Reese asked if any of the criteria are showstoppers that would keep the project from going forward. Ms. Scott said yes, particularly enterprise business architecture and technical solutions. She noted that this is a preliminary business case, and agencies may not have a technical approach. And, she said, it is better not to have a pre-conceived notion so that options for technical approach and cooperation with other agencies can be examined.

Chairman McGuirk said if the ITIB gets into project detail, it will be moving away from the strategic process. He said project detail comes later.

Mr. Kucharski asked if projects are submitted by IT staff and/or agency management. Ms. Scott said there is a disconnect between information submitted for the RTIP by agencies and agencies' strategic plans. She said agency head approval is required, but most agency heads have delegated the approval.

Mr. Kucharski said he is concerned about the lack of basic IT management in some agencies. He said that if agencies review RTIP as an IT process rather than a business

process, there is a disconnect. Ms. Scott said she is stressing in training sessions that agency heads must know what in the proposals and certify that the IT project is in the agency's strategic plan.

Secretary Chopra said the Governor has personally reviewed the top three priorities for every agency and most did not meet the test of being a thoughtful, structured response. He said the root cause of the problem is the challenge of articulating an effective business objective. He said once that is fixed, it will cascade down the RTIP process.

Chairman McGuirk said the enterprise business architecture should be the basis for IT. He said the reality is that IT is a support function. He said there was quite a bit of effort to get enterprise business architecture in the agencies, and if the IT project does not fit, then it is not approved. He suggested looking at the weighting of the enterprise business architecture.

Mr. Simonoff said staff will revise the materials based on ITIB input.

Secretary Chopra made the motion, seconded by Mr. Pattison:

*"That the ITIB approve the top-down process and schedule."*

The motion was approved on a voice vote.

## CIO's Report

Chairman McGuirk recognized Chief Information Officer (CIO) of the Commonwealth Lemuel C. Stewart Jr. for being featured on the cover of Public CIO Magazine, a national magazine.

Mr. Stewart provided a status report to the ITIB. Topics of his presentation included:

- Rate structure accepted by the U.S. Department of Health and Human Services
- Highlights since last meeting, including moving Department of Environmental Quality servers to VITA to help prepare for transformation of the IT infrastructure; a briefing for security officers on SJR 51; Executive Order 43 directing the Secretary of Technology to ensure compliance with security policies; an update on the Commonwealth Enterprise Solutions Center; and the start of desktop refresh involved in the transformation
- Audit update
- Security update
- Financial results
- Transformation investments
- Procurement actions
- Major IT project status report
- Customer health and welfare
- National Association of State Chief Information Officers priority strategies, management process and solutions

## Committee Reports

Chairman McGuirk called for committee reports.

## Commonwealth IT Solutions Committee

Secretary Chopra reported that staff will review suggestions on how the red, green, yellow scorecard could be improved. He said, for example, one agency's project slid back because another project was not completed. He said the committee received updates on the enterprise initiatives and the schedule to update information architecture services by partnering with other states.

Regarding the scorecard, Chairman McGuirk said the Executive Evaluation and Governance committee discussed adding blue to show exceeding expectations, such as being under cost or ahead of schedule. Secretary Chopra said there does need to be a method to recognize superstars, who also could serve as a resource or mentor and make presentations to the IT Solutions Committee.

## Finance and Audit Committee

Dr. Miller said the VITA Small, Woman and Minority (SWaM) program is going well, with a goal of 20 percent or \$30 million spending for the current year. She said committee members asked staff to also report the number of companies represented in SWaM spending.

Dr Miller said the committee reviewed the CIO objectives for the period ending Jan. 31, 2007. She said 22 were green and one yellow. The yellow objective involved the financial issue, which she said the ITIB heard about in the CIO's report. She said three were red, including security plan because staffing was on hold, wireless E-911 where the goal was aggressive at 100 percent while 98 percent was achieved; and the customer survey, which will be canceled in lieu of customer councils to provide input.

Dr. Miller said the committee asked the CIO to determine which objectives exceeded expectations and should be marked blue. She said the CIO and VITA have done an outstanding job in some categories and that should be recognized.

She said the CIO's performance was discussed in a closed session. She commended the CIO for accomplishments in the past year.

Dr. Miller made the motion, seconded by Mr. Kenneth Johnson, that:

*"In accordance with the ITIB CIO Evaluation Policies and Procedures and based on the CIO's exceptional performance for the year ended January 2007, the ITIB approve a 5 percent bonus for the CIO pursuant to Appropriations Act § 4-6.01.c.2.b."*

The motion was approved on voice vote.

Dr. Miller said the CIO objectives for the period ending January 2008 were revised with more detail under customer and employee satisfaction, and in the weighting of objectives. The CIO revised the objectives overnight incorporating input from the committee meeting the day before. Revised objectives were distributed. Dr. Miller made the motion, seconded by Mr. Hiram Johnson:

*"That the ITIB accept the revised CIO Objectives as presented."*

The motion was approved on a voice vote.

## Finance and Audit Committee

Mr. Pattison reported that the committee received updates on the cash flow challenges, the new rate structure accepted by HHS, Governor's budget amendment proposals, enterprise applications and changes to the corrective action plan.

Mr. Pattison made a motion, seconded by Mr. Pomata, that:

*"That the ITIB accept the corrective action plan as revised to include the plans in response to SJR 51 as well as the date changes."*

The motion was approved on a voice vote.

## Information Technology Infrastructure Committee

Mr. Pomata reported there are no issues requiring attention at this time. He said his committee and partnership staff members continue to monitor the budget gap, which is made more difficult by the billing issues. He asked Fred Duball, VITA, and Joe Fay, Northrop Grumman, to present a report on partnership activities.

Duball and Fay discussed the following:

- Current operations dashboard
- Transformation investment
- Transformation rollout overview
- Transformation schedule
- Calendar for help desk, desktop, messaging, facilities, mainframe/servers, data network, voice and security projects
- Improving customer satisfaction
- Partnership SWaM results
- Partnership budget and forecast
- Budget impact approach
- Independent verification and validation

## Legislative Affairs Committee

Mr. Hiram Johnson reported that his committee reviewed approximately 15 bills active in the General Assembly that may impact ITIB, VITA or IT. He said two in particular, regarding operational authority of public institutions of higher education and confidentiality of state data, have an impact on VITA and the direction of the strategy of the ITIB. He said the committee and staff are staying abreast of bills.

## Other Business

Chairman McGuirk asked for other business. There was none.

## Public Comment

Chairman McGuirk asked for public comment. There was none.

## Closed Session

Chairman McGuirk made a motion, seconded by Dr. Miller, that:

*"The Board convene a closed meeting pursuant to the Code of Virginia §§ 2.2-3711.A.1 for the purpose of discussing the suitability of particular individuals under consideration for appointment to the ITIB Customer Advisory Council, and pursuant to the Code of Virginia §§ 2.2-3711.A.7, for the purpose of consulting with legal counsel regarding Freedom Of Information Act compliance in connection with the meeting."*

The motion carried by a unanimous vote of the eight voting members in attendance.

The ITIB reconvened in open session, with Chairman McGuirk asking for a roll call vote certification, as follows;

*"The Board is now reconvened in open session having completed a closed meeting. I will now conduct a roll call and ask each member to certify, to the best of his or her knowledge, that only public business matters lawfully exempt from open meeting requirements under the Freedom of Information Act and only those public business matters identified in the motion convening the closed meeting were heard, discussed or considered in the closed meeting."*

Ms. Williamson conducted a roll call vote. All nine members present voted yes.

## Adjournment

Chairman McGuirk called for a motion to adjourn. The motion was made by Mr. Hiram Johnson and seconded by Mr. Pomata. The meeting was adjourned at approximately 1:10 p.m.